NewYork-Presbyterian
The University Hospital of Columbia and Cornell

CONNECTIONS

2004-2005 Annual Report

Caring for Our Community

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Above: A neighborhood mural photographed near the Charles B. Rangel Community Health Center on West 135th Street—one of the Hospital's Ambulatory Care Network practices.

On the cover: From health and wellness programs, to outreach services for the elderly, to educational opportunities for youth, and health care here and abroad, NewYork-Presbyterian connects with its communities on many levels.

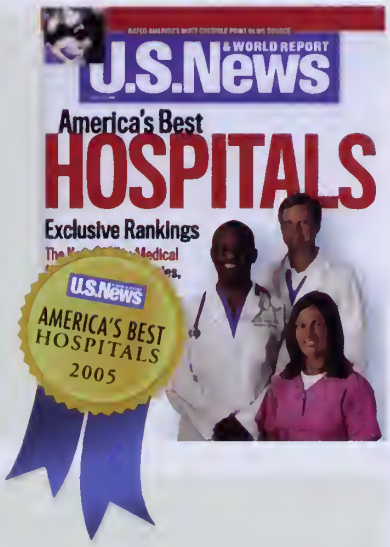
CONNECTIONS

Community can be defined in many different ways—by the boundaries of its streets; the culture of its citizens; or the rhythm of its daily life. NewYork-Presbyterian Hospital defines community—not by street signs, age, or socioeconomic status—but rather by medical need, a potential to improve quality of life, or an opportunity to provide a safer environment.

When our physicians, nurses and health professionals took a pledge to provide care, their commitment and desire to help was not defined by geography, but by human need. From apartments in local neighborhoods to orphanages in the Far East, NewYork-Presbyterian's 2004-2005 Annual Report takes us into our communities to provide insight into outreach efforts that are changing lives every day.

Leadership Report

Left: The new Emergency Department facility of NewYork-Presbyterian Hospital/The Allen Pavilion serves as the backdrop for the Hospital's leadership (from left) Vice Chairmen Jerry I. Speyer and Frank A. Bennack Jr., Chairman John J. Mack, President and CEO Dr. Herbert Pardes, and Vice Chairmen Charlotte M. Ford and Peter A. Georgescu.



When *U.S.News & World Report* announced the results of its 2005 "America's Best Hospitals" Survey, NewYork-Presbyterian Hospital—for the fifth consecutive year—was the only hospital in the tri-state area to be included on the exclusive national "Honor Roll." This distinction is particularly rewarding in that, over the past several years, the Hospital has consistently elevated its position among the country's best—moving from 11 in 2003, to 9 in 2004, and coming in as the seventh top hospital in the nation in 2005. The results of this survey—recognized as one of the nation's leading reports on hospitals—are clearly an indication of our achievements.

Reaffirming Our Vision

As we take steps to be recognized as one of the nation's leading academic medical centers, providing outstanding care to patients and their families remains our chief priority. As such, we are strengthening our commitment to recruit and retain the finest health-care practitioners; to move forward in medical innovations and the application of technology; to accommodate growing programs through facilities expansion and renovation; and to advance science and medical education by working closely with our affiliated medical schools, Columbia University College of Physicians and Surgeons and Weill Medical College of Cornell University.

In 2004, NewYork-Presbyterian realized a $19.1 million gain from operations through growth in volume, improved efficiencies, strategic sourcing to reduce vendor costs, and better collection of revenues. The health-care industry's financial challenge persists as government payment rate increases do not keep up with the growth in costs associated with the newest technology and the recruitment of qualified staff in areas where we face nationwide shortages. NewYork-Presbyterian continues to seek out efficiencies in our operation so that we have the resources to provide the highest quality of care.

Patients First

The patient is at the core of our mission, and to help ensure that we meet our standards of excellence for care, we have named several individuals to key positions. Steven J. Corwin, M.D., who for the past seven years served as Senior Vice President and Chief Medical Officer of the Hospital, was named Executive Vice President and Chief Operating Officer. Laura Forese, M.D., M.P.H., was named Chief Medical Officer, managing the Hospital's service lines and physician programs. Mary Reich Cooper, M.D., J.D., was named Chief Quality Officer and oversees all clinical quality and patient safety activities.

Wilhelmina Manzano, M.A., R.N., appointed Senior Vice President and Chief Nursing Officer, leads a department with turnover and vacancy rates in nursing well below the national average. She is joined by Suzanne Boyle, R.N., D.N.Sc., and Georgia Persky, R.N., M.B.A, who were named Vice President of Patient Care Services at New York-Presbyterian/Weill Cornell and NewYork-Presbyterian/Columbia, respectively. Emilio Carrillo, M.D., has assumed the new position of Vice President of Community Health Development.

Ensuring Clinical Excellence

We have recently welcomed several national physician leaders who will pursue clinical excellence and advance programs for patients. They include Fabrizio Michelassi, M.D., an internationally recognized expert in gastrointestinal cancer and inflammatory bowel disease, who was named Surgeon-in-Chief at NewYork-Presbyterian/Weill Cornell, and Jeffrey Lieberman, M.D., a world-renowned leader in schizophrenia research, who was named Chief of Psychiatry and Director of the New York State Psychiatric Institute.

At NewYork-Presbyterian/Columbia, our interventional cardiology program welcomed Jeffrey Moses, M.D., Martin Leon, M.D., and Gregg Stone, M.D., prominent interventional

NewYork-Presbyterian Hospital kicks off 2005 with a salute to staff members recognized by grateful patients. Here, Dr. Steven J. Corwin, Executive Vice President and COO (left), and Dr. Herbert Pardes, President and CEO (right), join in honoring Philip Panzenbeck, R.N., Naomi Hawkins, R.N., and Atef Elwakil, Accommodations Manager.

cardiologists who are establishing a world-class center for interventional vascular therapies. Riccardo Dalla-Favera, M.D., the Percy and Joanne Uris Professor of Pathology and Director of the Institute for Cancer Genetics at Columbia University College of Physicians and Surgeons, was named Director of the Herbert Irving Comprehensive Cancer Center. Dr. Dalla-Favera seeks to develop the Cancer Center's efforts in the areas of medical oncology, surgical oncology and cancer biology.

Thomas Herzog, M.D., has been named Director of Gynecologic Oncology; Timothy Wang, M.D., was named Chief of Gastroenterology and Chief of Digestive and Liver Diseases; and William Inabnet, M.D., was appointed Chief of Endocrine Surgery and Co-director of the Thyroid Center.

At NewYork-Presbyterian/Weill Cornell, the Department of Pediatrics welcomed Jeffrey Perlman, M.D., to lead the Division of Neonatology; Robbyn Sockolow, M.D., who heads Pediatric Gastroenterolgy and Nutrition; Susan Bostwick, M.D., who directs General Academic Pediatrics; Barry Kosofsky, M.D., who was named Chief of Pediatric Neurology; and Mark Dovey, M.D., who was appointed Chief of Pediatric Pulmonary, Immunology, and Allergy. Ashutosh Tewari, M.D., was named Director of the new Cornell Institute of Robotic Urological Surgery.

Under the leadership of Neal Flomenbaum, M.D., Chief of Emergency Medicine at NewYork-Presbyterian/Weill Cornell, the Hospital has created a Geriatric Emergency Medicine Fellowship—a first-of-its-kind program for physicians who have completed their residency training in emergency medicine—to better address the acute medical needs of the growing number of adults aged 75 and older.

Acknowledging Our Accomplishments

We are proud to announce that NewYork-Presbyterian is one of four hospitals nationwide, and the only hospital in the New York metropolitan area, to be awarded a 2005 McKesson Quest for Quality Prize by the American Hospital Association. The prestigious award, which recognizes leadership and innovation in quality, safety, and commitment to patient care, reflects the outstanding efforts of all of our staff to foster the best possible care for our patients.

The Hospital also achieved an impressive presence in *New York Magazine's* 2005 "Best Doctors" issue with 272 physicians included—more than any other hospital. An additional 113 physicians from the NewYork-Presbyterian Healthcare System were also listed. Together they represent almost a third of all the doctors cited. *Westchester Magazine* named five physicians from Payne Whitney Westchester to its 2004 "Best Docs" list. And Kathie-Ann Joseph, M.D., M.P.H., a breast surgeon at NewYork-Presbyterian/Columbia, was chosen as one of New York City's rising stars for *Crain's New York Business's* annual "40 Under 40" special issue, which profiles up-and-coming young professionals who have positively affected their community's quality of life.

NewYork-Presbyterian was named a 2004 Consumer Choice Award winner by the people of New York in the annual survey conducted by the National Research Corporation. The award reflects the growing role consumers' choices play in the health-care field and indicates that the Hospital has attained a level of service highly valued by consumers.

In March 2005, the U.S. Environmental Protection Agency named NewYork-Presbyterian "Energy Star Partner of the Year" for its leadership and commitment to energy management and accomplishments in maximizing energy savings. The Hospital was further recognized for its efforts in energy conservation by ConEdison Solutions, a leading energy services company, which presented NewYork-Presbyterian with its Energy Excellence Award. Teaming with ConEdison Solutions and the New York State Energy Research and Development Authority, the Hospital has implemented a

On December 7, 2005, community leaders, trustees, Hospital staff, and even a New York Yankee joined together to officiate at the dedication and ribbon-cutting ceremony of the new Emergency Department of NewYork-Presbyterian Hospital/ The Allen Pavilion.

wide-ranging energy conservation strategy that has delivered more than $745,000 in annual energy savings.

The Emergency Department of NewYork-Presbyterian/ Columbia received the New York State Department of Health's Patient Safety Award honorable mention for initiating quality assurance measures and clinical practices to ensure high quality care. The ED was recognized specifically for the development of a quality performance center to improve patient flow and reduce overcrowding.

Facilities for the Future

At NewYork-Presbyterian/Weill Cornell, the Jay Monahan Center for Gastrointestinal Health dedicated its new facility, which offers coordinated prevention, early detection, and treatment services for digestive disorders. The new Komansky Center for Children's Health opened in 2005, and includes an upgraded Pediatric Emergency Department, with renovations underway of the pediatric and neonatal intensive care units, and surgical and inpatient units.

Morgan Stanley Children's Hospital of NewYork-Presbyterian dedicated its new 14-bed Pollin Pediatric Cardiac Intensive Care Unit. Sloane Hospital for Women opened its new Carmen and John Thain Labor and Delivery Unit on the top floor of the Morgan Stanley Children's Hospital.

At NewYork-Presbyterian/Columbia, interrelated renovations are in progress in the Milstein Pavilion to group, wherever possible, service line programs. The fifth floor is now largely dedicated to cardiac care with adjacent units for cardiology and post-operative cardiac surgery patients; the sixth floor will be dedicated for oncology care and the eighth floor will be dedicated to neurological services.

On the second floor of the Milstein Pavilion of NewYork-Presbyterian/Columbia, we have expanded our cardiac interventional facilities to include two spacious cardiac catheterization labs. In Fall 2005, the new multidisciplinary Irving Oncology Practice on the garden level of the Herbert Irving Pavilion is scheduled to open.

NewYork-Presbyterian/Westchester opened the nation's only hospital-affiliated Borderline Personality Disorder Resource Center—a program providing education, support, and referral information.

At The Allen Pavilion, a new Emergency Department is serving residents of upper Manhattan and the Bronx. The facility is three times its former size and can accommodate more than 40,000 patients annually.

Technology Insight and Innovations

NewYork-Presbyterian is investing nearly $30 million of capital a year to establish an infrastructure for future innovations. Immediate priorities focus on a master patient index at all campuses, computerized physician order entry systems, and a business intelligence system that will integrate administrative, clinical and financial information. The Hospital has also received a federal grant to bridge information systems from NewYork-Presbyterian to members of the NewYork-Presbyterian Healthcare System, making possible cross-institutional electronic medical records.

The Hospital is also playing a significant role in developing a national IT policy, with membership on a federal commission to define the basic standards to which IT systems must comply and help determine policy that may lead to federal reimbursement. We are also providing leadership on the E-Health initiative, the leading advocacy organization for health information technology.

NewYork-Presbyterian Healthcare System Update

In 2004, NewYork-Presbyterian Healthcare System saw continued strategic growth of its membership; expansion of

A jubilant staff of Payne Whitney Westchester celebrates the founding of its origins 110 years ago as The Bloomingdale Hospital. The Hospital opened in 1894 in White Plains to provide enlightened and humane psychiatric care.

At the launch of the Hospital's capital campaign —To Realize Medicine's Promise —Mayor Michael Bloomberg presents to Dr. Herbert Pardes and John Mack a proclamation naming September 14, 2004, "NewYork-Presbyterian Hospital Day."

System-wide clinical services linked to NewYork-Presbyterian Hospital; and the launch of performance improvement/excellence initiatives. Arthur Klein, M.D., who for the past five years served as the System's Senior Vice President and COO, was named to the newly created position of Executive Vice President and Chief Operating Officer. Dr. Klein oversees a system which includes 59 facilities totaling 16,244 hospital and nursing home beds, and whose combined revenues are $8.9 billion.

In the past year, the System welcomed Phelps Memorial Hospital in Tarrytown, New York and Southampton Hospital on Long Island. We also launched an historic affiliation with The Methodist Hospital in Houston, which, along with Weill Cornell Medical College, will foster transnational collaboration in clinical and biomedical research and medical education.

NewYork-Presbyterian Healthcare System also announced new clinical alliances, including a cardiac surgery program established at NewYork Methodist Hospital in Brooklyn; a primary angioplasty program within the Stamford Health System; and new cardiac catheterization facilities at New Milford Hospital and Orange Regional Medical Center that position members of the NewYork-Presbyterian Healthcare System as preeminent providers of tertiary cardiac services. Five member sites received NYS Stroke Center designation; several member oncology programs are finalizing affiliate designations with the National Cancer Institute. NewYork-Presbyterian Hospital's EMS services were expanded to serve NewYork Methodist, Wyckoff, Westchester Square, and New York Community Hospital. The Hospital, Columbia University Medical Center, and Weill Cornell Medical College have joined with System hospitals to establish a clinical trials database to facilitate patient enrollment.

In 2004, Wayne Osten, former Director of the Office of Health System Management for the New York State Department of Health, was named Vice President for System Development.

Reaching Our Goals

On September 14, 2004, the Hospital launched a $1 billion capital campaign to support recruitment and retention of staff, innovative technological breakthroughs, and the overall transformation of the patient experience. Underlying the goals of this campaign is an understanding of the shifting trends in health care—the need to care for a rapidly growing aging population, the growth in minimally invasive surgery and new imaging and molecular diagnostic techniques that are revolutionizing care, and the ability to perform more surgical and minor procedures in an ambulatory setting.

As we look to the future, NewYork-Presbyterian is working to bring on new physicians; increase the number of patient discharges; reduce length of stay; and score in the highest percentile in patient satisfaction surveys. These goals are certainly within reach, made possible by the concerted efforts of each individual who works at the Hospital, our trustees, and a philanthropic community who share in our commitment to serve patients in the most responsible manner and with their well-being foremost in mind.

John J. Mack
Chairman, Board of Trustees

Herbert Pardes, M.D.
President and Chief Executive Officer

Encouraging the Potential of Youth

James Persad, R.N., (right) demonstrates phlebotomy procedures to young scholars as part of the curriculum of the Lang Youth Medical Program.
Photo top right: Gifted and talented teenagers join James Persad, R.N., (left), Erin Roy, Coordinator (fourth from right), and Rosemary Sullivan, R.N., (far right) during a recent exercise in bedside care.

NewYork-Presbyterian Mentors Young Scholars

Every Saturday and four weeks each summer, youngsters from five middle schools in Washington Heights and Inwood are getting an inside scoop on the world of science and medicine. These are no ordinary teenagers—they are young people who have been specially selected in a rigorous application process to participate in the Lang Youth Medical Program of NewYork-Presbyterian. For each of the past three years, the program has enrolled 16 seventh grade students who begin a six-year commitment to explore and study health sciences alongside physicians and health-care professionals in various Hospital settings.

Learning Science at the Hands of Scientists

"When our young scholars see an electron microscope or an MRI machine, the Game Boys and the iPods lose their luster," says Erin Roy, Coordinator of the program. "For the first time, these students are exposed to the unparalleled power of science and technology. These are children who generally do not have role models or cheerleaders in the field. But they do have ambition. And they love science.

"By making the Hospital's resources available to young people at a critical point in their education, we are telling them: Science is fun, science is exciting, science is the future, and it can be yours."

Created by entrepreneur and philanthropist Eugene M. Lang, the program aims to support and inspire young people of color to realize their college and career aspirations. If they complete the program—and Hospital staff do everything to make that happen—the students will receive a partial college scholarship.

"My staff has adopted the inaugural team of Lang scholars," says Rosemary Sullivan, R.N., Patient Care Director, McKeen Services. "We provide encouragement to guide these promising young people toward college and support to keep them on the right track."

This year, seventh and eighth grade students identified community health issues and developed brochures and radio public service announcements to educate others. Ms. Sullivan and many other Hospital staff donated time and expertise to the students' projects, and several students accompanied health professionals on rounds.

Mary McCord, M.D., Co-director of Community Pediatrics at Morgan Stanley Children's Hospital of NewYork-Presbyterian, has directed the Lang Program since its inception in 2003. "These are excellent students with a lot of promise," says Dr. McCord.

Notes one young scholar, "We've done experiments beyond our wildest imaginations, and are always learning something new about science. By the end of the program, I hope to know so much that someday I might be able to find the cure for AIDS or cancer. We're going to become doctors who will make a difference in the world."

And the students are not the only ones who benefit from the program. According to Dr. McCord, as word of the program spread throughout the Hospital, staff began volunteering their time, energy and talent to help.

"The Lang program has been very enriching to me, and has inspired me to be a better teacher and mentor," says Saadi Ghatan, M.D., a pediatric neurosurgeon. "I have no doubt that these children will be a shot in the arm to this institution, go far, and make their parents very proud."

Ruth Freedman has the undivided attention of Deirdre Mole, R.N., (left) and Dr. Veronica LoFaso during a "house call."

Mrs. Freedman appreciates the medical care and kindness she receives in her home from Dr. Veronica LoFaso and the House Calls team.

A Helping Hand in the Home...

House Calls Make a Comeback

Surrounded by the photos of a loving family, her piano, and mementos of a long and productive life, Ruth Freedman is content to spend most of her time these days in the comfort of her East Side apartment. Up until last year—even at the age of 103—she was still getting out and about regularly. But a fall in February left her with a broken hip and wrist that made it extremely difficult for her to leave her apartment for follow-up medical care. However, with the help of NewYork-Presbyterian/ Weill Cornell's House Calls program, that medical care is now coming to her.

House Calls grew out of a community project developed in 1997 by Veronica LoFaso, M.D., Director of the program, who was then a second-year resident at Weill Cornell Medical College. Working with Mark Lachs, M.D., Co-chief of the Division of Geriatrics, Dr. LoFaso and other residents began seeing the elderly housebound along with visiting nurses. The program has grown, helping some 75 patients remain in their homes and also serving as important training for medical students. Homebound patients are regularly seen by four doctors who rotate sessions each week, a nurse practitioner, and medical students who participate in the program as part of their primary care training.

A Dose of Reality

"It's one thing to see patients in an office, prescribe medications for complex medical problems, and then send them home," says Dr. LoFaso. "But it's another experience to be in their homes and see the brown paper bag full of the prescriptions that were written and finding out they have no idea what to do with them. Or to be in a home where there is barely any food to eat, or find patients so disabled that they can't get down to the street to interact with the community.

"It's a real eye-opener for the students to understand the complexity of the lives of people with chronic illnesses...to come face to face with all that our patients have to cope with. Hopefully, we're teaching them that it's okay to care, and it's okay to get back to basics—physical exam skills, good history taking and common sense," she says.

"Our patients tend to be over 80, frail and more functionally disabled—and many have dementia," says Deirdre Mole, R.N., a geriatric nurse practitioner and Administrator of the House Calls program. She notes that a number of the patients enrolled in the program live in walk-ups, and because of physical disabilities, they cannot manage the stairs. According to Ms. Mole, a person can be homebound for many reasons, either physical, psychological, or a combination of both.

In addition to performing thorough medical exams, the House Calls team cares for wounds and pressure ulcers, often the result of immobility. They also confront end-of-life issues and palliative care. "What's unique is how close we get to the patients," says Ms. Mole, who often makes visits in the evening and on weekends. "We develop close relationships with the families and the caregivers; it's a very personal service that we offer."

"Our patients really appreciate this personal care at a point in their lives when they are not looking for extraordinary intervention," adds Dr. LoFaso, "but rather symptom management and someone they can turn to when they need a hand or advice."

...A Helping Hand in the Neighborhood

Keeping Kids Safe...at Home and on the Road

Like any normal and active 15-month-olds, twins Eric and Steven Perez are, as their mother Vivian Labit describes, "double trouble...one is here, one is there," and more often than not, getting into mischief. That mischief can sometimes lead to unintentional injuries—the leading cause of death in young children—and Morgan Stanley Children's Hospital of NewYork-Presbyterian is doing everything it can to prevent them.

"Prevention of injuries in children is one of the most critical missions for a children's hospital," says Cynthia Sparer, Executive Director of Morgan Stanley Children's Hospital. The Hospital is one of only three in the country selected to pilot "Get on Board with Child Safety"—an initiative sponsored by the National Association of Children's Hospitals and Related Institutions and the Dorel Juvenile Group USA, a manufacturer of juvenile safety products. The program, which was officially launched at the Cab Health Fair on April 2, 2005, features two main components: safety in the home and protection in the car.

Booster Seats Save Young Lives

"We know that proper use of child passenger seats saves lives," says pediatrician Patricia Hametz, M.D., Director of the Injury and Violence Prevention Center—part of the Community Pediatrics Program at Morgan Stanley Children's Hospital. "Yet only few parents use booster seats regularly for their children, aged 4 to 7 years." In fact, effective March 27, 2005, New York State requires that all children under the age of 7 now ride in a belt-positioning booster while traveling in a private vehicle in the state.

In an effort to reduce injuries to children in taxi-related crashes in New York City, the Hospital hosted the Cab Health Fair to distribute more than 300 free booster car seats—courtesy of Dorel—to cab drivers in the Washington Heights, Inwood and Harlem neighborhoods. The drivers also took part in demonstrations on the proper use and installation of the seats, and received written information and a magnet that identifies their vehicle as "Kid-Friendly" for travel. Staff also provided health screenings for the drivers as a thank-you for helping the community.

"The Cab Health Fair was a really nice community event because it not only promoted child safety, it also addressed the health needs of the cab drivers who work here and many of whom live here," says Dr. Hametz. "By placing boosters in cabs, we will help protect the children who ride in them and also raise overall awareness in the community."

Babyproofing the Home

To demonstrate the importance of child safety in the home, the Hospital asked Vivian Labit and Jovansky Perez to participate in a complete home safety makeover. Professional "babyproofers"—equipped with locks for cabinets, doors, the oven and the toilet seat, electrical outlet covers, window guards, gates and table bumpers—moved through their apartment carefully evaluating potential danger zones, installing the safety products, securing furniture to the walls to prevent them from toppling, and educating the parents.

"This makeover kicked off our community intervention initiative, which involves the distribution of 10,000 free safety starter kits that include cabinet and door locks and a booklet outlining home safety," says Dr. Hametz. At Morgan Stanley Children's Hospital, nursing staff

(continued on page 15)

As part of the Hospital's Injury and Violence Prevention Center, Madeline Solano shows livery cab drivers, such as Juan Peralta, how to install a child safety seat.

Dr. Patricia Hametz visits the home of Jovansky Perez and Vivian Labit and their twin sons, Eric and Steven, following their home safety makeover.

The Rev. Dr. Luonne Abram Rouse collaborates in a partnership with NewYork-Presbyterian that focuses on enhancing the health and well-being of his church's parishioners.

Nanabel Lorico, R.N., introduces the faith-based community health nursing initiative to members of the Metropolitan Community United Methodist Church and its volunteers, including Chef William Mack and Rona Maybank.

(Left) Rona Maybank is the Coordinator of the Pharmacy Assistance Program and a United Methodist Church volunteer. (Right) Ms. Lorico and Rev. Rouse bring their shared mission of health to parishioners.

trained to educate mothers and caregivers of children, birth to five years of age, are distributing these kits through the Hospital's community-based Ambulatory Care Network sites to families of children under the age of four. In addition, the kits will be distributed through community agencies and outreach programs.

"You never know what can happen, especially when you have two young, very mobile children," says Mr. Perez, watching his son Steven reach for one of the electrical outlets...now securely off limits, thanks to the new safety cover.

Joining Forces with Faith-Based Organizations

While ministering to the spiritual needs of their congregations, the leaders of a number of churches throughout northern Manhattan are now also tending to their physical and emotional health with help from NewYork-Presbyterian Hospital/Weill Cornell Medical Center.

Through the Community Health Nursing Program, the Hospital is addressing the health needs of residents in East, West, and Central Harlem by working with faith-based organizations that include Christian churches of several denominations, an Islamic cultural center, and community-based organizations, such as Alianza Dominicana and the Manhattan Perinatal Partnerships.

Promoting the Health of Parishioners

"We began our outreach efforts with faith-based organizations because historically religious leaders have a responsibility to work with the poor and help with the sick," says Nanabel Lorico, R.N., Nurse Coordinator of the program. "With these ideals already in place, we believed it would be logical to work with these organizations and their communities to build a health initiative."

Andy Nieto, Director of Community Health Outreach and Marketing, Ms. Lorico and colleagues sought to start a dialogue with church and community leaders to find out the health and health educational needs of their parishioners. According to Ms. Lorico, that sometimes includes going to church on an occasional Sunday to discuss how to best partner with them.

"If, for example, the leaders see asthma as a health issue affecting their community, then we develop a plan to address that by bringing in professional health experts to speak on it, and also to help their parishioners access appropriate health services," she says. The program offers speakers and information on such topics as cardiovascular health, cancer, diabetes, mental health, and substance abuse and addictions. Staff also administer flu vaccinations, and conduct health fairs, health screenings and counseling.

"In addition, we train adolescents in the various organizations as youth health-care volunteers to reach out to their peers to encourage healthy living," says Ms. Lorico.

"We want to assist our parishioners in their health needs and to help renew and restore them to wholeness, and also help them learn how to maintain a healthy lifestyle," says the Rev. Dr. Luonne Abram Rouse, Senior Minister of the Metropolitan Community United Methodist Church. "In that process, we are being very practical in providing what they need in terms of health insurance, affordable medication and affordable health care.

"The Community Health Nursing initiative has helped build partnerships across the community by linking churches to the services provided by the Hospital," says Rev. Rouse. "We're looking at a spiritual and cultural movement towards public health, and to that end, the Hospital has joined us in giving hope to our communities."

Extending Care Block by Block

At the Long Island City Community Practice health care is a family affair. During her routine Ob/Gyn appointment, Larissa Bordignon does a required weight check while daughter Isabella waits patiently.

Far left: Dr. Johanny Garcia, Medical Director of the Charles B. Rangel Center, is known for the warm rapport she establishes with her patients such as Juana de la Rosa.

Left: At the Long Island City Community Practice, Barbara Benhamroun, R.N.C., N.P., listens to fetal heart tones on her pregnant patient, Larissa Bordignon, as Larissa's daughter Isabella looks on.

Getting to Know and Care for Our Neighbors

Tucked between a grocery store and a hair salon on West 135th Street, the Charles B. Rangel Community Health Center is a welcome neighbor on a block teeming with activity. The Rangel Center is one of eight primary care practices throughout Manhattan in NewYork-Presbyterian's Ambulatory Care Network (ACN). The ACN's community health physicians and health professionals manage some three-quarters of a million visits by patients. Speaking Spanish, Bengali, Greek, Italian, and numerous other languages, they come for family medicine, Ob/Gyn services, mental health programs, as well as programs in pediatrics and geriatrics.

"The Ambulatory Care Network reaches into every corner of our community," says Andy Nieto, Director of Community Health Outreach and Marketing, "making it much easier to access services outside the Hospital."

Through a coalition involving the Hospital, community health centers and community-based organizations, the ACN has launched an initiative called the "Community Health Outreach Worker Program" to serve as a link between patients in the community and the health-care system. "As members of the community they serve, these health workers have a unique understanding of the ethnic, cultural and social experiences which impact the health of our community," says Johanny Garcia, M.D., Medical Director of the Rangel Center.

This is particularly important for managing diabetes, a major health issue in the Latino community. "The most effective approach is one in which treatment is tailored to take into account how diabetes impacts a patient's life," says Dr. Garcia, "and gives patients the resources to be active participants in their own care. Through health workers, physicians extend their reach into the home."

"If the providers feel that medical intervention is required, patients are referred to the Diabetics Management Program," says Carlene Duncan, Program Coordinator. "We help them to navigate through the health-care system and give them self-management skills so they can adequately care for themselves."

"Our goal is to provide the best care in a clean and safe environment," says Lesmah Fraser, Director, ACN for NewYork-Presbyterian/Columbia. "Patient satisfaction is extremely important to us and we survey patients every week to assess our service."

Bridging Gaps in Community Health Care

Downtown and just across the 59th Street Bridge, the Long Island City Community Practice cares for local Queens residents. "I've learned a lot about this community—which holidays they celebrate, their customs, and cultural sensitivities," says Ruby Harvey, R.N., Practice Administrator. "In addition to caring for immigrants new to the neighborhood, we have long-term relationships with families."

"At all of the ACN practices, patients have a private physician, who also cares for them if they require admission to the Hospital—ensuring continuity," says Brian Hale, Director, ACN for NewYork-Presbyterian/Weill Cornell.

Barbara Benhamroun, R.N.C., a nurse practitioner in Ob/Gyn, has been with the practice for more than a decade, and has seen it grow from a women and children's health focus to a full-service medical practice and double in size. "It's very important to have a facility in the community setting so that patients in this area and others like it can have easy access to quality care."

Keeping Adults Sound in Mind and Body

Dr. Thania Perez, Project Coordinator, SWIFT (Stroke Warning Information and Faster Treatment), listens as Isidro Vidal (left) recounts the circumstances surrounding his stroke a year ago and how critical it was that he came to the Hospital's Emergency Department quickly after his symptoms developed.

(Left to right) Dr. Ralph Sacco; Daniel J. Carpenedo, Clinical Specialist in Speech Pathology, and Ellen Flanagan, R.N., Account Manager, of the Visiting Nurse Services of New York; and Dr. Michael Reding, Chief, Cerebral Vascular Service, The Burke Rehabilitation Hospital, participate in a Stroke Center initiative of NewYork-Presbyterian Healthcare System.

Addressing Stroke on Many Fronts

In May of 2004, Isidro Vidal, age 73, came into the Emergency Department of NewYork-Presbyterian/Columbia with right-sided weakness that had come on suddenly. The stroke team immediately moved into action, treating Mr. Vidal with tPA—the clot-dissolving drug that must be administered within three hours of a stroke event. He was then closely monitored in the neuro intensive care unit, and after only a three-day hospital stay, he went home with no disability.

Every 45 seconds, someone in the United States has a stroke. Stroke is the third leading cause of death in this country, and African-Americans and Latinos are most at risk. The statistics are startling, but the outcomes don't have to be. That is why NewYork-Presbyterian Hospital, which has received provisional New York State Department of Health designation as a certified stroke center, is spearheading a major stroke education initiative—SWIFT (Stroke Warning Information and Faster Treatment)—that targets high-risk groups in the community. "Most of the time, when people are having symptoms that might be a stroke, they go back to bed hoping they will go away," says Ralph Sacco, M.D., Director of the Stroke and Critical Care Division, NewYork-Presbyterian/Columbia. "Many people don't recognize the warning signs, and therefore, do not get urgent care."

Taking Our Message on the Road

"Stroke is a major public health issue," says Alan Segal, M.D., Director of the Stroke Center at NewYork-Presbyterian/Weill Cornell. "A lot of our work has been in the area of public education—to get people to recognize symptoms and to get to the hospital quickly."

Kimberly A. McNeill, F.N.P.-C., a family nurse practitioner, brings this message to audiences in synagogues, churches, and community centers. "The earlier you get care, the better the outcome," she stresses. "We are constantly emphasizing to call 911 as soon as possible."

Says Ji Y. Chong, M.D., a neurologist with NewYork-Presbyterian/Columbia, "Mr. Vidal recognized the symptoms of stroke, came to the Hospital's ED right away, and received the necessary care to prevent any disability."

Defining Depression in Older Adults

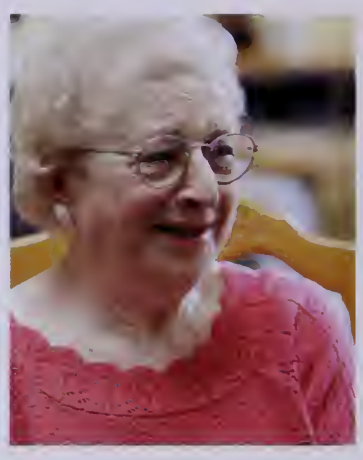
Nearing 80, Jane lives alone, having survived her husband of nearly 50 years, and too many friends and relatives to count. She no longer takes pleasure going out, and for much of the time she feels sad and anxious. Most nights she cannot sleep, but she accepts all of these changes as "just a part of growing old."

Millions of elderly suffer from depression that goes undetected and untreated. Part of the reason is ageism. Many people, including seniors themselves, expect the elderly to feel down and do not feel their symptoms warrant treatment. And frequently, seniors are less inclined to seek mental health care because of a perceived stigma.

"Aging is complicated, there is no doubt about it. Chronic health problems, disabilities that limit mobility, and loss of friends or loved ones can lead to depression, but depression itself is not a natural part of aging," says Jo Anne Sirey, Ph.D., associate attending psychologist with NewYork-Presbyterian Hospital.

(continued on page 20)

Dr. Cary Reid (near left) and Dr. Jo Anne Sirey (far right) meet with groups throughout Westchester County to raise awareness about factors that contribute to depression in older adults.



In a new partnership, Weill Cornell Institute for Geriatric Psychiatry at NewYork-Presbyterian Hospital/ Westchester Division and the Westchester County Department of Senior Programs and Services have launched a major initiative to develop new methods to recognize and fight depression in older adults.

Uncovering Depression Among the Elderly

Supported by a $1.5 million grant from the National Institute of Mental Health, the four-year program is expected to become a national model, allowing for the study of late-life depression in the community, tracking of treatment approaches, and developing new methods to improve care. "We go where older adults live or congregate—apartment complexes, senior centers, as well as to seniors who receive home-delivered meals," says Dr. Sirey. "We not only identify those who may be suffering from symptoms of depression, but help link them to services."

"Our ultimate goal is to identify and assist the elderly suffering with depression," says Kerry Newell, Research Coordinator for the program. "Through a number of research initiatives, we're confronting issues that can lead to depression, including pain and life circumstances."

"This is a unique opportunity to learn how to improve depression care for older adults," says George Alexopoulos, M.D., a leading expert on geriatric depression and Director of the Institute. "Working with the County, we hope to break down the barriers that prevent older people from being diagnosed and successfully treated. Recognizing the symptoms of depression, and seeking early intervention, become essential tools for healthy aging."

They've Got a Lot of Living to Do

On Friday mornings at The Allen Pavilion, in the Thayer conference room, 20 women dressed in costumes of traditional belly dancers swing and sway to the sound of Middle Eastern music. Led by professional dancer Noora Shams, the class is just one of many programs offered by HealthOutreach—a community service sponsored by NewYork-Presbyterian Hospital promoting health and wellness for New Yorkers, 60 years and older.

Seniors can pick from a full schedule of activities: Yoga every Monday, from 3 to 4 pm; low-impact aerobics four times a week; early-morning tai chi classes on Mondays and Friday—sometimes held in the garden when the weather is nice; regular lectures on a variety of health topics; numerous health screenings; and even a monthly book club. "They come in droves from all over," says RoseMary Cortez, L.C.S.W., who coordinates HealthOutreach for The Allen Pavilion. "We serve people from Washington Heights and Riverdale and as far away as Brooklyn and New Jersey. Right now, we have 3,200 members."

While the program's mission is to "keep everyone healthy," the offerings for seniors go beyond what one might expect from a hospital, benefiting their mental outlook as well as their physical well-being. For example, this December, members will have a choice of touring Italy or taking a 10-day Hawaiian adventure. Other trips closer to home include a tour of wineries on the North Fork of Long Island and evening outings to Broadway plays and Carnegie Hall.

"Of course, promoting health is our number one priority," says Ms. Cortez. "But keeping active is also key to enjoying life."

Led by instructor Noora Shams (third from left) and coordinated by RoseMary Cortez, L.C.S.W. (third from right standing), members of the HealthOutreach "Middle Eastern dance troupe" enjoy belly dancing—a unique and fun form of exercise.

They've got rhythm and well-being...who could ask for anything more?

Reaching Out Overseas

A young Cambodian patient is examined by Dr. Jonathan Chen, following life-saving cardiac surgery he performed during a recent mission abroad.

Jillian Kirkpatrick, R.N. (right) and her counterpart in Cambodia prepare a child for surgery in the operating room of the Centre de Cardiologie de Phnom Penh.

Healing Hands Across the Ocean

In February 2005, Jonathan Chen, M.D., Director of Pediatric Cardiac Surgery, NewYork-Presbyterian/Weill Cornell, and a volunteer team of eight physicians from both campuses of NewYork-Presbyterian, flew halfway around the world to Phnom Penh, Cambodia to perform life-saving cardiac surgery on 21 children.

Joining Surgeons of Hope, a foundation that brings medical and surgical care to impoverished children in developing countries, the physicians and nurses—bringing with them 12 boxes of medical supplies—began an intense week of open-heart surgeries and cardiac catheterizations at the Phnom Penh Heart Center (PPHC).

"There is a high infant mortality rate in Cambodia," says Dr. Chen, "and there are a lot of kids who are quite debilitated from congenital heart conditions that should have been fixed in infancy."

The NewYork-Presbyterian doctors not only established working relationships with the medical team from PPHC, they served as teachers. "One of the biggest problems we discovered is that many of their diagnoses for these kids were not quite right," notes Dr. Chen. "As important as surgical skills are, so is being able to recognize who is sick, who's operable and who's not."

Charles S. Kleinman, M.D., Director of the Pediatric Echocardiology Laboratory, and other members of the team continue to remain in contact with the PPHC staff who are grateful to draw on their expertise.

Dr. Chen welcomes the association with Surgeons of Hope and plans to return to Cambodia, and possibly Africa in the future. "We still have a fair amount of work in terms of training the physicians and staff at PPHC," he says.

"There are four major congenital operations, and if we can teach these doctors to handle these, they can take care of at least 80 percent of the children who are coming into their center," says Dr. Chen.

Appreciative of the support and encouragement given to the team by NewYork-Presbyterian Hospital, Dr. Chen adds, "It's nice that the Hospital values their physicians doing these kinds of missions and is behind us."

Missions of Medicine and Medical Education

Each time plastic surgeon Jeffrey Ascherman, M.D., travels to China to perform reconstructive surgery on children suffering from facial malformations, he remembers all the reasons why he chose to enter medicine.

"In our country, almost anybody who needs care will get it," says Dr. Ascherman, a plastic and reconstructive surgeon at NewYork-Presbyterian/Columbia. "But in China, children—particularly the orphans—may not get care, and care that should be given at an early age. When you help them, you feel you're making a real difference."

Dr. Ascherman began going on humanitarian missions abroad in 1996. His first trip took him to Colombia, South America. "Many families had traveled on horseback or mules for days in the hope of getting care," he says. "As we walked into the hospital, they lined up on either side of the sidewalk and gave us a standing ovation, just for coming."

In 1999, Dr. Ascherman went to China through an organization called The Children of China Pediatrics Foundation, which provides specialty surgical care to Chinese orphans, sending all-volunteer teams from Morgan Stanley Children's Hospital of NewYork-Presbyterian.

(continued on page 24)

Dr. Joseph Haddad instructs Honduran surgeons in cleft and reconstructive surgery for facial deformities in children.

David Roye Jr., M.D., Chief of Pediatric Orthopedics at Morgan Stanley Children's Hospital, serves as Medical Director of The Children of China Pediatrics Foundation, and has also made numerous trips to China.

Dr. Ascherman typically schedules one trip a year to a remote Chinese town to perform reconstructive surgery on children who suffer from facial malformations and birth defects, such as cleft lip and cleft palate. The Hospital's team includes general, plastic and reconstructive, pediatric urological, and orthopedic surgeons, anesthesiology staff, nurses and OR technicians, who perform as many as 25 surgeries a week. "We take everything with us, from anesthesia machines to sutures," says Dr. Ascherman.

"Two children we operated on were actually adopted by families in New York," he says. Most recently he operated on three teenagers with wide-open cleft palates. "To help these teens—who have endured a difficult childhood and adolescence when something could have been done earlier—makes me feel like our group has really changed their lives for the better," says Dr. Ascherman.

In Honduras, Joseph Haddad Jr., M.D., Director of Pediatric Otolaryngology, Head and Neck Surgery at Morgan Stanley Children's Hospital, is also making an enormous difference in the lives of children born with craniofacial defects.

In 1992, Dr. Haddad joined Howard W. Smith, M.D., D.M.D., a retired surgeon and dentist, on a pro bono medical trip to Honduras, where a significant number of children are born with cleft lip, cleft palate, and other craniofacial malformations. "These abnormalities are three or four times more common in Honduras, than for instance, in the U.S.," says Dr. Haddad, who attributes the higher incidence to a combination of poverty, nutritional deficiencies, and genetic predisposition.

Some 97 percent of the children come from indigent families living in the mountains and outlying areas, often traveling up to six hours to reach the hospital. "Going to a country like Honduras, which is so poor and doesn't have the same kind of facilities and access to medical care as here, built in me a strong desire to make things better," he says.

In 1995, Drs. Smith and Haddad formed the Honduran Medical Institute, a foundation dedicated to teaching board-certified Honduran graduate general surgeons about plastic surgery, as well as providing treatment for children with cleft lip and palate.

"We didn't want to operate on the children and then just leave," says Dr. Haddad, President of the Institute. "We wanted to have the doctors learn our technical skills to care for their people, and then to eventually train more Honduran doctors themselves."

Setting up a three-year program at the main teaching hospital in the capital of Tegucigalpa, they identified the first general surgeon in 1996 to begin the training that also includes a microvascular surgery course at Columbia University College of Physicians and Surgeons. "We feel that we should be solving our own problems," says Dr. Luis Gonzalez. "Dr. Smith has planted some seeds—and I consider myself one of them—to help these babies."

The Institute has also funded a dedicated operating room specifically for craniofacial surgery, hiring two nurses and an anesthesiology technician. Most recently they also donated a microscope, enabling the doctors to perform microvascular reattachment surgery. "In the years I have been going to Honduras, I've seen very tangible and obvious changes," adds Dr. Haddad, "and it's reflected in the surgical care of the children—and the fact that we've improved their lives by performing the surgery."

Dr. Jeffrey Ascherman and Angelee have formed a special bond that began in China and continues in New York.

Dr. Jeffrey Ascherman first met Angelee when she was 16 months old and living in a Chinese orphanage. He performed the first of several surgeries to correct a cleft palate. Today, Angelee is a second-grader living in New Jersey with her adopted mother, Jema Delfin—an OR nurse with Morgan Stanley Children's Hospital, who met her during the mission to China.

Community Action and Advocacy

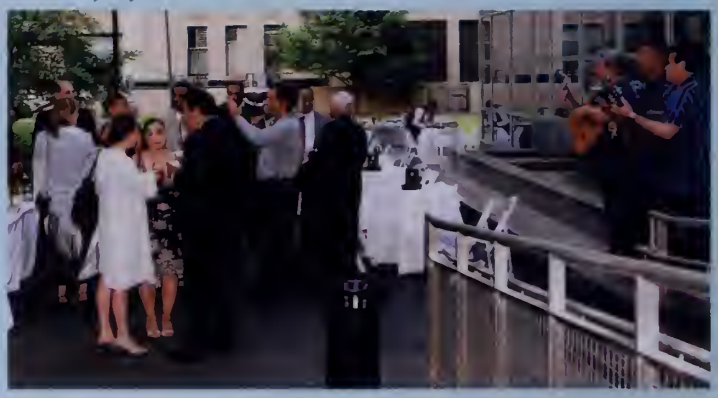
Expanding Care into the Community

Day in and day out, NewYork-Presbyterian Hospital is a visible partner in promoting the health and well-being of its community. Integrated into the very fabric of community life, the Hospital's many outreach efforts include health lectures to audiences large and small, annual flu vaccinations, health fairs, and races and walks to support breast cancer programs.

- NewYork-Presbyterian's team of 520 employees participates in the Komen Race for the Cure, helping to raise funds to combat breast cancer.
- More than 100 employees of NewYork-Presbyterian/Weill Cornell participate in the annual Third Avenue Fair, conducting blood pressure screenings and distributing useful health and wellness information.
- NewYork-Presbyterian/Columbia hosts events for its Community Physicians to celebrate their collaboration with the Hospital to make quality health care available in Washington Heights/Inwood.
- The Hospital sponsors stroke prevention events to bring public awareness to the importance of knowing the symptoms of stroke and obtaining emergency care.
- NewYork-Presbyterian is active in regional and national hospital initiatives to promote best practices in interpreter services and cultural competency in health care.

Third Avenue Fair

Community Physicians Celebrations

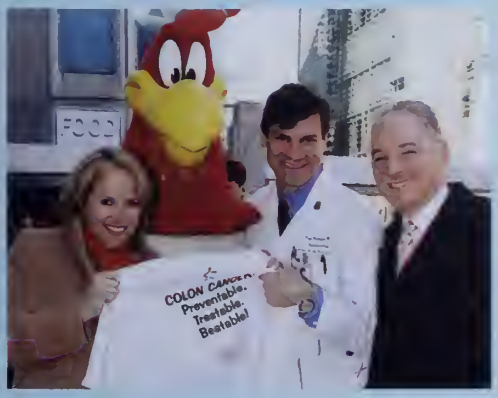


Stroke Awareness

Komen Race for the Cure

- The Department of Public Health at NewYork-Presbyterian/Weill Cornell creates the first nationwide planning guide to ensure that all Americans have needed drugs in the event of a natural epidemic or bioterrorist attack
- Throughout the year, NewYork-Presbyterian/Westchester staff conduct lectures for high-school and college students, PTAs, and religious, social and civic groups, as well as sponsor mental-health screening days.
- Hospital staff participate in the Avon Walk for Breast Cancer raising support for screening and diagnosis programs, treatment, support services and scientific research.
- Every fall and spring, NewYork-Presbyterian Hospital and Weill Cornell Medical College host a series of free health and wellness seminars for the public.
- Morgan Stanley Children's Hospital launches a major initiative to address a substantial need for mental and behavioral health-care evaluation and treatment for students at 11 elementary schools in Washington Heights, Inwood, and Central Harlem.
- The Jay Monahan Center for Gastrointestinal Health at NewYork-Presbyterian/Weill Cornell marks Community Colon Cancer Prevention Day, featuring a tour of a giant inflatable colon that drew more than 1,500 passersby.
- To help address childhood obesity, more than 1,000 elementary and middle-school children participate in the Youth Track and Field Jamboree co-sponsored by Morgan Stanley Children's Hospital.

Colon Cancer Prevention



Flu and Pneumonia Vaccinations

Avon Walk for Breast Cancer

Health and Wellness Seminars

Youth Track and Field Jamboree

Development Report

A gala evening at Cipriani—A Night of Discovery—launches the Hospital's capital campaign with an exhibit of cutting edge technology, a preview of medical advances, and expressions of support from staff, benefactors and grateful patients

During A Night of Discovery, Mayor Michael Bloomberg (center) is welcomed by Hospital leadership (from left) Chairman John Mack, President and CEO Dr. Herbert Pardes, Trustee Jerry Speyer, Chairman of the capital campaign, and Trustee Frank Bennack.

To Realize Medicine's Promise

The 2004 calendar year set a fundraising record for the second year in a row, reaching $134.2 million in new gifts and pledges. This extraordinary generosity from individuals, foundations and corporations will enable NewYork-Presbyterian to become a hospital that delivers care unsurpassed anywhere in the world.

A Day of Prevention, A Night of Discovery

Last September 14, 2004, *To Realize Medicine's Promise, the Campaign for NewYork-Presbyterian* was publicly launched with the announcement that the campaign was already well over halfway toward its $1 billion goal. The Hospital's launch ceremonies focused squarely on the mission of a great hospital: to provide patient-centered care of the highest quality.

To underscore the importance of this care, the Hospital designated the kickoff as *A Day of Prevention, A Night of Discovery*. During *A Day of Prevention*, 2,100 people came to six community locations around the city for free information, seminars and health screenings. In the evening, the Hospital hosted *A Night of Discovery* at Cipriani 42nd Street, where physicians and nurses gave more than 800 guests an impressive look at medicine's future. Mayor Michael Bloomberg spoke of the Hospital as "a great jewel in the City's crown."

Under the superb leadership of Jerry Speyer, Campaign Chair, and Co-chairs John Mack and Frank Bennack, total gifts to the campaign surpassed $590 million by the close of 2004, with 100 percent participation by trustees.

Support for the Hospital comes from numerous sources and last year was no exception with gifts of $1 million or more from Frank A. Bennack Jr., the Estate of Bill Blass, Carson Family Charitable Trust, CHANEL, Inc., the Estate of George Cornell, Fiona and Stanley Druckenmiller, William Randolph Hearst Foundations, the Leona M. and Harry B. Helmsley Charitable Trust, Kevork and Sirwart Hovnanian Family Foundation, Peter S. Kalikow, David H. Koch, J. Murray Logan, Robert B. Menschel and the Horace W. Goldsmith Foundation, A.P. Moller-Maersk Foundation, Morgan Stanley, Jane and Daniel Och, Perkin Fund, Irene and Abe Pollin, Reader's Digest Association, St. Giles Foundation, Ronald P. Stanton, The Starr Foundation, the Estate of Emily V. Warga, the John L. and Sue Ann Weinberg Foundation, and the Sidney J. Weinberg Foundation.

The success of our philanthropic programs suggest the esteem and affection patients, their families and friends feel for NewYork-Presbyterian.

Friends of NewYork-Presbyterian/Columbia

On July 28, 2004, Morgan Stanley Children's Hospital of NewYork-Presbyterian celebrated a milestone with receipt of a check for $2 million from Morgan Stanley, completing the $120 million fundraising campaign. Of Morgan Stanley's total contribution of $62 million, $50 million represents personal contributions by more than 600 Morgan Stanley employees. The new building, which opened in October 2003, was built fully with philanthropy.

With grateful appreciation expressed to Carmen and John Thain, the Carmen and John Thain Labor and Delivery Unit celebrated its opening at a dedication on January 21, 2004. The new technologically advanced unit is located on the top floor of the Morgan Stanley Children's Hospital and boasts sweeping views of the Manhattan skyline.

Thanks to the generosity again of Herbert Irving, the clinical oncology programs of NewYork-Presbyterian/Columbia expanded in 2004 both on inpatient units and in outpatient services.

Friends of NewYork-Presbyterian/Weill Cornell

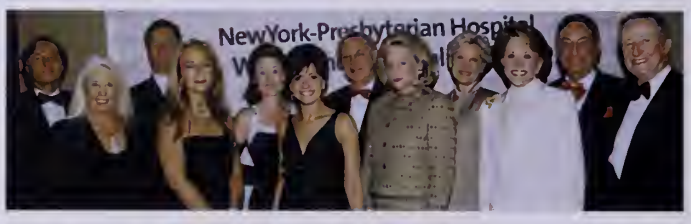
An exciting initiative to improve the medical care of children is underway thanks to Phyllis and David Komansky. The new Komansky Center for Children's Health is making medical care more accessible to young patients and their families.

A star-studded "Evening of Music from *Guys and Dolls*" on February 23 raised $1 million for the Iris Cantor Women's Health Center. The funds raised support for the Center's facility at 425 East 61st Street, which currently handles more than 80,000 patient visits a year.

In 2004, CHANEL and its President Arie Kopelman endowed a $1.5 million gift to establish the CHANEL Prize for Achievement in Obstetrics and Gynecology.

The Jay Monahan Center for Gastrointestinal Health opened on March 30, 2004 at NewYork-Presbyterian Hospital/Weill Cornell, thanks to the support of The Entertainment Industry Foundation's National Colorectal Cancer Research Alliance founded by *NBC Today* show co-anchor Katie Couric.

Helping to make the Hospital's 16th Annual Gala a great success are (from left) Dr. Bonnie Silverman, Dr. David Nanus, Dr. Ronda Benson, Dr. Mitchell Benson, Dr. Herbert Pardes, Dr. Nancy Wexler, and Dr. Howard Kaufman along with Grammy Award winner Cyndi Lauper (center), who entertained the guests.



At A New Cabaret, Celine Dion takes center stage to promote support for the Hospital's in vitro fertilization program. On hand for the extraordinary evening are (from left) Dr. Zev Rosenwaks, Dr. Nancy Wexler, Doug McIntyre, Stacy Rosenwaks, Dr. Patricia Allen, Lisa Perry, Dr. Herbert Pardes, Charlotte Ford, Anita Gotto, Joan Weill, Sandy Weill, and Dr. Antonio Gotto Jr.

Major Events Spark Support

On April 22, 2004, Cyndi Lauper entertained more than 1,100 people at the Hospital's 16th annual Gala. Chaired by Trustee Sir Howard Stringer, Chairman and Chief Executive Officer of Sony Corporation, the event raised $1.9 million for oncology programs at both centers and will aid in the recruitment of clinical scientists. The event also honored two of the Hospital's exceptional philanthropic couples: Phyllis and David Komansky, major supporters of pediatric care programs, and Florence and Herbert Irving for their ongoing support of oncology services. Andrea Jung, Chairman and Chief Executive Officer of Avon, Nasser Altorki, M.D., Mitchell Benson, M.D., and Howard Kaufman, M.D., served as the Gala's co-chairs.

On October 14, more than 1,000 guests gathered at Pier 60, Chelsea Piers for *A New Cabaret*, NewYork-Presbyterian Hospital/Weill Cornell Medical Center's annual benefit, featuring a special performance by Celine Dion. *A New Cabaret* raised more than $2.6 million in tickets, journal sales and contributions to be used in equal parts by Weill Cornell Medical College and NewYork-Presbyterian/Weill Cornell to recruit physician-scientists. The event was co-chaired by Charlotte Ford, Lisa and Richard Perry, and Stacy and Zev Rosenwaks, M.D. Patricia Allen, M.D., and her husband, Douglas McIntyre, and Catherine Wood once again served as the journal co-chairs, joined this year by Thomas J. Kavaler.

Report on the Councils

Children's Advisory Council

The Executive Committee of the new Children's Advisory Council of NewYork-Presbyterian Hospital, chaired by Trustee Sarah Nash, held its first meeting in October 2004. The principal goals of the Children's Advisory Council are:

- To assume a leadership role in personally contributing to and attracting private support for advancing care at the Morgan Stanley Children's Hospital and the Phyllis and David Komansky Center for Children's Health;
- To raise the visibility and communicate the achievements of the Morgan Stanley Children's Hospital and the Phyllis and David Komansky Center for Children's Health to a wide external audience;
- To serve as a sounding board, advise on, advocate for, and participate in plans and programs of the Morgan Stanley Children's Hospital and the Phyllis and David Komansky Center for Children's Health;
- To understand and play a role in educating the public and our communities about the importance of the Morgan Stanley Children's Hospital and the Phyllis and David Komansky Center for Children's Health as a national resource that requires investment in order for children to grow up healthy.

The Children's Advisory Council will meet twice each year, with the President and Chief Executive Officer of the NewYork-Presbyterian Hospital, the Senior Vice President and Chief Operating Officer for Women's, Children's & Community Health, the Chiefs of Pediatrics of Columbia and Weill Cornell, and other faculty and administrators to discuss priorities and objectives of the Morgan Stanley Children's Hospital and the Phyllis and David Komansky Center for Children's Health. Membership of the Executive Committee and Council will include NewYork-Presbyterian Hospital Trustee representatives, representatives from both Universities, and non-Trustee friends of each site. (continued on page 32)

Far left: Dr. R. Peter Altman, Trustee Sarah Nash, and Dr. John Driscoll join in celebrating the completion of the $120 million fundraising campaign for Morgan Stanley Children's Hospital of NewYork Presbyterian.

Left: Dr. Mark Pochapin and Today show co-anchor Katie Couric access the new Web site (www.monahancenter.org) during the opening of the Jay Monahan Center for Gastrointestinal Health.

NewYork-Presbyterian's $1 billion capital campaign kicks off with A Day of Prevention *featuring health screenings and information programs in six communities across the city. At the Washington Heights Family Health Center, Dr. Patricia Hametz fits a little girl for a bicycle helmet as her father and Hospital visitors Lesmah Fraser, Judy Aponte, and Dr. Herbert Pardes look on.*

Sarah Nash, Chair, Children's Advisory Council

Jeffrey Greenberg, Chair, NewYork Weill Cornell Council

John Castle, Chair, Columbia Presbyterian Health Sciences Advisory Council

NewYork Weill Cornell Council

The NewYork Weill Cornell Council has grown tremendously under the leadership of Jeffrey W. Greenberg, Council Chairman, Antonio M. Gotto Jr., M.D., D.Phil., Stephen and Suzanne Weiss Dean of Weill Cornell Medical College, and Herbert Pardes, M.D., President and CEO of NewYork-Presbyterian Hospital. The Council, which is a shared advocacy group for the Hospital and the Medical College, totals 94 members as of December 2004. It serves as an important forum for educating friends, donors, and members of the community on issues of contemporary relevance in medicine. "The Council is instrumental in advancing the joint interests of both institutions," said Mr. Greenberg, "by promoting dialogue between their representatives and introducing them to the communities they serve."

In 2004, the Council hosted three presentations as well as a tour of the William Randolph Hearst Burn Center. On March 15, 2004, Katherine J. Halmi, M.D., and Gilbert J. Botvin, Ph.D., presented a lecture on addiction in the Weill Education Center. On December 13, 2004, the Council convened for a program held in Griffis Faculty Club for a presentation entitled "Heroism: September 11 and the Hearst Burn Center at NewYork Weill Cornell."

In June 2004, the NewYork Weill Cornell Advisory Council held a celebration dinner at Le Cirque 2000 and presented its first Award for Outstanding Service to Trustee Walter Wriston. We were saddened to learn of his death shortly thereafter. Mr. Wriston had been a major force behind the progress of the Medical Center over a span of decades. The spring dinner included a "Medical Center Update on Children's Programs," by Gerald Loughlin, M.D., Chief of Pediatrics.

Columbia Presbyterian Health Sciences Advisory Council

The Columbia Presbyterian Health Sciences Advisory Council, chaired by John K. Castle, works with Herbert Pardes, M.D., President and CEO of NewYork-Presbyterian Hospital, and Gerald D. Fischbach, M.D., Executive Vice President for Health and Biomedical Sciences and Dean of the Faculties of Science and Medicine, to promote the interests of NewYork-Presbyterian Hospital/Columbia University Medical Center. The Council meets twice annually. The Council's membership is made up of distinguished individuals drawn from the faculty and friends of NewYork-Presbyterian and Columbia University Medical Center. They contribute a variety of professional and personal skills and experience and are strongly committed to encouraging excellence in health-care education, research and patient care. The Council also carries out its mission through the work of its standing committees.

During the Council meetings, members of the faculty and staff present on topics pertinent to the Medical Center community. At the May 2004 meeting, Council members and guests heard presentations on "The Promise of Transplantation." At the November 2004 meeting, "The Challenges and Promise of Stem Cells" was discussed. The Advisory Council also presents an Award for Distinguished Service to individuals who have shown a strong and committed interest in the health sciences and whose influence and reputation have made a significant impact on the public, especially concerning health care. We paid tribute to two esteemed individuals at the Advisory Council's luncheons. On May 6, 2004, Alonzo Mourning was honored for raising awareness for the needs of organ transplant. On November 18, 2004, Mary Tyler Moore was honored for her work in advocating for research in juvenile diabetes.

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Important Telephone Numbers	Inside Back Cover

NewYork-Presbyterian Hospital

Statistical Summary (2004)

PATIENT CARE

Patients Discharged (including neonatal)	88,357
Newborn	10,448
Psychiatric	
Payne Whitney Clinic	1,301
NewYork-Presbyterian/Columbia	1,538
Westchester Division	3,654
Total	**105,298**
Patient Days, All Divisions (including newborns)	724,080
Visits to Day Hospital (ambulatory surgery)	45,762
Visits to Outpatient Clinics	872,475
Visits to Emergency Facilities	180,435

DISTRIBUTION OF BEDS

Medical/Surgical	1,560
Pediatrics	137
Maternity	134
Nursery	111
Psychiatric	402
Total	**2,344**

SERVICES TO PATIENTS

Laboratory	8,859,879
Blood Bank	361,736
Radioisotopes Services	18,504
X-ray Procedures	554,942
Operations	47,576
Deliveries	11,631
Electrocardiograms	217,550
Electroencephalograms	43,922
Therapy Treatments	
(Physical, Occupational)	308,534
Transfusions	102,768
Average Number of Full-Time Employees	14,523

NewYork-Presbyterian Hospital

Financial Summary January 1 – December 31, 2004

REVENUES AS A PERCENTAGE OF TOTAL PATIENT CARE AND OTHER REVENUES

Revenues	$ Millions	%
Net Patient Revenues	2,254.9	92.9%
Other Revenues	172.3	7.1%
Total Revenues	**$2,427.2**	**100.0%**

EXPENSES AS A PERCENTAGE OF TOTAL EXPENSES

Expenses	$ Millions	%
Salaries and Wages	1,070.8	44.5%
Employee Benefits	245.8	10.2%
Provision for Bad Debts	66.7	2.8%
Depreciation and Amortization	147.8	6.1%
Interest	50.5	2.1%
Supplies and Nonsalary Expenses	826.5	34.3%
Total Expenses	**$2,408.1**	**100.0%**
Gain (Loss) from Operations	**$19.1**	

Note: The Hospital also expended $51.8 million in Charity Care.

Governance (as of July 2005)

CORPORATE OFFICERS/TRUSTEES

John J. Mack**
Chairman

Frank A. Bennack Jr.
Charlotte M. Ford
Peter A. Georgescu
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The Auxiliary of today is so proud to have provided a second three-year scholarship for junior faculty at the Center for Women's Health. This will enable the fourth, fifth and sixth scholarship recipients to pursue research. We have now distributed $350,000 in scholarship funds.

We have continued our commitment to assisting departments and programs throughout the Medical Center, including:

- Funding for the Department of Social Work/Rehabilitative Medicine for appropriate clothing for over 350 patients in need
- Funding of lectures to educate social workers, as per the Anna Ball Kneeland Fund
- Provisions for volunteers in the Trained Liaison Comforter program in ICU and Same Day/ Ambulatory waiting areas
- Support for the Milbank Library
- Scholarships for Medical Center nursery school children
- Free magazines for patients
- Free parking for all volunteers and auxilians
- Funding for The Allen Pavilion's community outreach programs for seniors
- Support for Artists Unite therapy for all cancer patients

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The Auxiliary's mission of supporting the Hospital's many patient related programs continued with funding grants to:

- Pediatric Primary Care Clinic
- Patient Recreation and Crafts Program
- Education Aids for the Social Services Department
- "Healthy Steps" for Young Children
- Paramedic Training Program
- Payne Whitney's Therapeutic Activities

Outstanding presentations for the educational lecture series continued, concluding with a presentation on the "future reconfiguration of the Medical Center."

The Babies Alumni Program was pursued actively and added many new members to its roster.

Members of the Auxiliary of both centers also participate in the United Hospital Fund and Hospital Association of New York.

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Volunteers are a key element of patient centered care at NewYork-Presbyterian.

In 2004, over 1,300 volunteers provided more than 152,000 hours of service in a wide array of programs and roles, including in our Emergency Departments, Child Life Program, Pet Therapy Program, Hospital Elder Life Program (HELP), Domestic and Other Violence Emergency (DOVE) Program, Reach Out and Read, Silver Spoons, Trained Liaison Comforters (TLC), and helped at information desks and waiting areas across our facilities. They have also played an important role in helping us to achieve our service excellence and patient satisfaction goals.

Interpreter Services also continues to be a major focus. In 2005, NewYork-Presbyterian formed a Limited English Proficiency Steering Committee which has initiated a wide array of projects, including expanded internal education programs, community outreach and interpreter competency and training programs. Our program has grown along with the need. In 2005, interpreter assistance was provided to patients at our facilities, using a variety of mechanisms, over 100,000 times.

NewYork-Presbyterian Healthcare System

Board Leadership, Senior Management and System Members
(as of July 2005)

Comprising 35 general acute-care hospital sites in New York State as well as Northern New Jersey and Connecticut, 15 skilled nursing facilities, and numerous other ambulatory and specialty providers, the NewYork-Presbyterian Healthcare System is one of the largest systems in the United States. Established by NewYork-Presbyterian Hospital, its mission is to increase access to high quality care, foster quality improvement, promote professional and operational excellence, and support the mission of its academic partners. The System currently serves nearly one out of every four patients seen in the greater New York metropolitan area.

NewYork-Presbyterian Hospital and its clinical service lines play an increasingly important role in expanding the scope of medical and surgical services offered at System institutions. Most general acute care members are also affiliates of one of two medical school partners: Columbia University College of Physicians and Surgeons and Weill Medical College of Cornell University. The activities of the System are overseen by a Board, which includes members from the NewYork-Presbyterian Board and chairpersons from selected member institutions. Listed here are key System leadership and members.

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NewYork-Presbyterian Hospital extends deepest thanks to its many loyal supporters. Gifts of all sizes were enormously appreciated.

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Komansky Center for Children's Health	
General Information	(212) 746-5454
Patient Information	(212) 746-5000
Admitting	(212) 746-4250
Emergency Department	(212) 746-3300

NEWYORK-PRESBYTERIAN/COLUMBIA

General Information	(212) 305-2500
Patient Information	(212) 305-3101
Admitting	
Milstein Hospital Building	(212) 305-7091
Sloane Hospital for Women	(212) 342-1759
Ambulance Services Dispatcher	(212) 305-9999
Development	(212) 342-0799
Emergency Department	
Adult	(212) 305-6204
Pediatric	(212) 305-6628
Psychiatry	(212) 305-6587
Human Resources	(212) 305-5625
Marketing	(212) 821-0634
Patient Relations	(212) 305-5904
Physician Referral Service	(877) NYP-WELL
Public Affairs	(212) 305-5587

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NEWYORK-PRESBYTERIAN/WEILL CORNELL

General Information	(212) 746-5454
Patient Information	(212) 746-5000
Admitting	(212) 746-4250
Ambulance Services Dispatcher	(212) 472-2222
Development	(212) 821-0500
Emergency Department	
Adult	(212) 746-5050
Pediatric	(212) 746-3300
Psychiatry	(212) 746-0711
Human Resources	(212) 746-1409
Marketing	(212) 821-0625
NewYork-Presbyterian Healthcare System	(212) 746-3577
Patient Services	(212) 746-4293
Physicians Assistant Program	(212) 746-5133
Physician Referral Service	(800) 822-2694
Psychiatry, Payne Whitney Manhattan	
Referrals and Evaluation	(888) 694-5700
General Information	(212) 746-3700
Public Affairs	(212) 821-0560

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General Information	(914) 682-9100
Payne Whitney Westchester	
Referrals and Evaluation	(888) 694-5700

The 2004-2005 Annual Report was published by the Department of Public Affairs of NewYork-Presbyterian Hospital. Special thanks to our academic affiliates, Columbia University College of Physicians and Surgeons and Weill Medical College of Cornell University, for their collaboration and assistance in the preparation of this report.

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